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INFO AMEMBASSY BRUSSELS

C O N F I D E N T I A L SECTION 1 OF 6 USNATO 1795

STADIS////////////////////////////////

BRUSSELS FOR JAS

E.O. 11652: GDS
TAGS: NATO AMGT PFOR XX
SUBJ: PARM -- ANNUAL POLICY AND RESOURCE ASSESSMENT -- PARTS
II AND III

REF: STATE 38356

BEGIN SUMMARY: USNATO PLAYS AND ACTIVE LEADERSHIP ROLE
IN THE WESTERN ALLIANCE, AND THE US CANNOT SUSTAIN THIS ROLE
WITHOUT ADEQUATE MANPOWER RESOURCES, BOTH IN WASHINGTON
AND IN BRUSSELS. ALTHOUGH THE LEVEL AND MIX OF OUR
CURRENT DEPARTMENT AND OTHER AGENCY RESOURCES ARE ABOUT
RIGHT, STATE STAFFING AT USNATO IS LEAN, SOMEWHAT TOO
LEAN, IN TWO KEY AREAS. THE MISSION URGENTLY
NEEDS ANOTHER SECRETARY AND TWO MORE COMMUNICATORS IF
IT IS TO FUNCTION AT FULL EFFECTIVENESS. THE SECRETARY
WOULD DIVIDE HER TIME BETWEEN THE ECONOMIC AND POLITICAL
SECTIONS WHERE THE PRESENT WORKLOAD IS EXCESSIVE. OUR
COMMUNICATIONS AND RECORDS DIVISION HAS LOST TWO
POSITIONS WHICH MUST BE RESTORED IF WE ARE NOT
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TO HAVE TO RECOMMEND CUTS IN SERVICE WHICH ALL OBSERVERS
HAVE CONSIDERED UNACCEPTABLE GIVEN THE MISSION'S RESPONSIBILI-
TIES. BECAUSE WE MUST BE RESPNSIVE TO THE PRESSURES GENERATED
BY NATO AS AN INSTITUTION, WE CANNOT READILY REPROGRAM OUR
PERSONNEL RESOURCES--AND IN FACT SEE NO NEED TO RESTRUCTURE
THE MISSION, BARRING FURTHER CUTS IN THE USNATO STATE DEPART-
MENT STAFF. END SUMMARY.

PART II

A. STATE

1. THE MISSION IS A COMBINED STATE/DEFENSE UNIT, ORGANIZED TO SUPPORT THE REPRESENTATIVE OF THE UNITED STATES ON THE NORTH ATLANTIC COUNCIL AND TO PARTICIPATE FULLY AND EFFECTIVELY IN THE EXTENSIVE NATO COMMITTEE STRUCTURE. MISSION OFFICERS REPRESENT THE UNITED STATES ON 18 STANDING COMMITTEES SUBORDINATE TO THE COUNCIL AND ON A VARIETY OF AD HOC COMMITTEES WHICH CARRY ON THE WORK OF THE ALLIANCE. INTERACTION WITH WASHINGTON AND NATO CAPITALS BY CABLE, TELEPHONE, AND A CONSTANT FLOW OF VISITORS IS UNCEASING. FOR EXAMPLE, MORE THAN 3,000 OFFICIAL US VISITORS COME TO NATO EACH YEAR TO ATTEND MEETINGS AND TO CONSULT WITH THEIR COLLEAGUES AT THE MISSION. THIS FLOW ALONE, DESPITE ITS OBVIOUS UTILITY, PLACES A HEAVY BURDEN ON THE TIME AND ENERGY OF MEMBERS OF THE USNATO STAFF. ACTIVE SUPPORT FOR THE COUNCIL AND COMMITTEES DICTATES A MODE OF OPERATION WHICH MAKES FUNDAMENTAL RESTRUCTURING OF THE MISSION DIFFICULT, IF NOT IMPOSSIBLE, WITHOUT ATTEMPTING TO RESTRUCTURE THE OPERATIONS OF NATO AS A WHOLE.

2. USNATO IS UNLIKE MOST BILATERAL MISSIONS. IT HAS NO CONSULAR OR COMMERICAL SECTION AND ONLY A TRUNCATED ADMINISTRATION SECTION SINCE THE JAS COVERS MANY OF OUR ADMINISTRATIVE NEEDS. ITS WORK IS POLICY ORIENTED AND CONFIDENTIAL

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LARGELY OF A POLITICAL, MILITARY AND ECONOMIC CHARACTER, CLOSELY INTEGRATED WITH THE PATTERN OF ACTIVITY OF THE ALLIANCE. MUCH OF THE MISSION'S EFFORT IS DIRECTED TOWARD DEVELOPING POLICY PROPOSALS FOR WASHINGTON CONSIDERATION, AND TOWARD ADVANCING US POLICY IN NATO BODIES. THE MISSION PRODUCES RELATIVELY LITTLE REPORTING THAT CAN BE CLASSED AS PURELY DISCRETIONARY BECAUSE OF THE NEED TO RESPOND TO INITIATIVES PROPOSED BY OTHER DELEGATIONS AND THE INTERNATIONAL STAFF, TO SEEK RAPID GUIDANCE FROM WASHINGTON ON ISSUES RAISED IN THE TIGHT TIME-FRAME OF NATO COMMITTEE SCHEDULES, AND TO SUGGEST INITIATIVES THE US MIGHT USEFULLY UNDERTAKE.

3. GIVEN THESE FACTORS, WE BELIEVE THE LEVEL AND MIX OF OUR CURRENT STATE DEPARTMENT OFFICER RESOURCES IS ABOUT RIGHT. A MISSION LIKE USNATO MUST BE LED BY MATURE AND EXPERIENCED OFFICIALS. MOST OF THE OFFICERS SHOULD BE AT THE MID-CAREER LEVEL, ARTICULATE AND COMFORTABLE IN REPRESENTING THE UNITED STATES BOTH INFORMALLY AND ON COMMITTEES WHERE THE REPRESENTATIVES OF OTHER NATIONS ALSO CAN BE EXPECTED TO BE SEASONED OFFICIALS. AT PRESENT, OUR AVERAGE OFFICER HAS A DECADE OR MORE OF EXPERIENCE.

4. ON THE STATE DEPARTMENT SIDE, THERE ARE TWELVE SUBSTANTIVE OFFICERS (COMPARED TO TWENTY-SIX DEFENSE OFFICERS): THE AMBASSADOR, DCM, AND ONE FSO-5 EXECUTIVE OFFICER, COMPRISING THE "FRONT OFFICE"; A POLITICAL SECTION OF SIX MID-CAREER OFFICERS DIRECTED BY AN FSRU-1 POLITICAL ADVISOR; AN ECONOMIC COUNSELOR WHO SUPERVISES THE WORK (A) OF THE OFFICER RESPONSIBLE FOR SCIENCE AFFAIRS AND THE ENVIRONMENTAL ACTIVITIES OF THE COMMITTEE ON THE CHALLENGES OF MODERN SOCIETY (CCMS), AND (B) OF THE CIVIL EMERGENCY PLANNING (CEP) OFFICER (A GS-15 DETAILED TO USNATO BY THE FEDERAL PREPAREDNESS AGENCY).

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BRUSSELS FOR JAS

5. WE EXERCISE LATITUDE IN ASSIGNING RESPONSIBILITIES BETWEEN THE MISSION'S DEFENSE DEPARTMENT COMPONENT AND ITS STATE DEPARTMENT UNIT. TO THE DEGREE POSSIBLE, WE ADJUST ASSIGNMENTS TO ACCOMMODATE SHIFTING WORK PRESSURES. BASED ON OUR CAREFUL ANALYSIS, BOLSTERED BY THE RECENT ADVICE OF FOREIGN SERVICE INSPECTORS, WE SEE NO NEED FOR RESTRUCTURING THE MISSION. AD HOC MINOR ADJUSTMENTS, AS SUGGESTED, CAN BE AND ARE MADE FROM TIME TO TIME.

B. OTHER AGENCY PROGRAMS AND RESOURCE LEVELS

I. DOD

6. STAFF FROM THE DEPARTMENT OF DEFENSE PALY A MAJOR ROLE AT USNATO. THE MISSION HAS 26 DOD MILITARY AND CIVILIAN OFFICERS ENGAGED IN WORK WHICH IS SIMILAR TO THAT OF THEIR STATE DEPARTMENT COLLEAGUES. THESE DOD OFFICIALS REPRESENT THE UNITED STATES ON COMMITTEES DEALING WITH HIGHEST-LEVEL POLICY ISSUES INVOLVING
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ALLIANCE SECURITY INTERESTS: FORCE PLANNING; NUCLEAR PLANNING; MILITARY OPERATIONS AND EXERCISES; COOPERATIVE DEFENSE EFFORTS INCLUDING STANDARDIZATION, MAJOR MULTILATERAL PROCUREMENT PROJECTS LIKE THE NATO AIRBORNE EARLY WARNING SYSTEM (AWACS), AND INFRASTRUCTURE. IN ADDITION, DOD PERSONNEL REPRESENT THE US ON CERTAIN SUBCOMMITTEES DEALING WITH TECHNICAL PROBLEMS REFERRED TO THEM BY THE POLICY-LEVEL COMMITTEES.

7. WITHIN THE OFFICE OF THE DEFENSE ADVISOR (ODA), TWO DIVISIONS ARE STAFFED ALMOST ENTIRELY BY CIVILIAN DOD SPECIALISTS WITH CONSIDERABLE EXPERIENCE IN THEIR RESPECTIVE FIELDS. THE OTHER THREE DIVISIONS ARE STAFFED LARGELY BY MID-CAREER MILITARY PERSONNEL WITH EXTENSIVE ACADEMIC TRAINING AND BROAD SERVICE EXPERIENCE. ALTHOUGH A ROUGH BALANCE BETWEEN THE SERVICES HAS BEEN MAINTAINED AND IS LIKELY TO BE MAINTAINED IN THE FUTURE, NEW REPLACEMENTS ARE SELECTED FROM THE BEST QUALIFIED CANDIDATES POSSESSING BROAD BACKGROUND, KEEN ANALYTICAL SKILLS AND A STRONG POLICY ORIENTATION, EVEN IF THE SERVICE BALANCE IS CHANGED.

8. IN OUR VIEW, ASSIGNMENT TO ODA OF HIGHLY MOTIVATED AND HIGHLY QUALIFIED PERSONNEL, BOTH CIVILIAN AND MILITARY, WARRANTS ADDITIONAL ATTENTION. OCCASIONAL DIFFICULTIES ENCOUNTERED BY CIVILIAN PERSONNEL SEEKING REEMPLOYMENT IN THE US AND ANY BELIEF BY MILITARY PERSONNEL THAT THEIR RESPECTIVE SERVICES MAY NOT ATTACH MUCH VALUE TO ASSIGNMENTS OUTSIDE THE MAINSTREAM OF SERVICE INTERESTS PERFORCE DIMINISH INDIVIDUALS' VIEWS OF ATTRACTIVENESS OF DUTY HERE AS A CAREER-BROADENING AND CAREER-ENHANCING EXPERIENCE. WE BELIEVE THAT IT IS INCREASINGLY IMPORTANT, BOTH HERE AND IN WASHINGTON, TO MONITOR AND PROMOTE PERSONNEL POLICIES THAT WILL ENCOURAGE HIGHLY QUALIFIED DOD APPLICANTS TO APPLY FOR DUTY AT USNATO THAT CAN CONFIDENTIAL

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BE RESPONSIBLE AND REWARDING, BOTH PERSONALLY AND PROFESSIONALLY.

II. USIS/USNATO

9. USIS/USNATO, THE MISSION'S PUBLIC AFFAIRS ARM, IS STAFFED BY THREE OFFICERS AND TWO SECRETARIES WHO ARE FULLY OCCUPIED IN SUPPORT OF A WIDE VARIETY OF US AND NATO-RELATED MATTERS. USIS BELIEVES ITS PRIMARY CHALLENGE IN THE YEAR AHEAD WILL BE TO COUNTER THE DRIFT IN EUROPEAN PUBLIC SUPPORT FOR NATO, PARTICULARLY

AMONG YOUTH AND LABOR GROUPS. THIS WILL BE DONE THROUGH THE NATO TOUR PROGRAM WHICH BRINGS TO NATO HEADQUARTERS AND THE MAJOR NATO COMMANDS UP TO 35 HIGH-LEVEL GROUPS EACH YEAR, INCREASED CONTACT WITH THE INTERNATIONAL PRESS AND FREQUENT PROGRAMMING OF MISSION OFFICERS, INCLUDING THE AMBASSADOR. AMBASSADOR ROBERT STRAUZ-HUPE HAS BEEN UNUSUALLY ACTIVE IN THIS ENDEAVOR OVER THE PAST YEAR AND IN THE PROCESS HAS STRETCHED OUR USIS RESOURCES CLOSE TO THE LIMIT. THE RESULTS, HOWEVER, HAVE FULLY JUSTIFIED THE COMMITMENTS INVOLVED. WE BELIEVE USIS/USNATO'S BUDGET AND PERSONNEL RESOURCES ARE GENERALLY ADEQUATE FOR THE PERIOD IMMEDIATELY AHEAD.

10. APPROXIMATELY THREE THOUSAND DOLLARS ADDITIONAL WILL BE NEEDED, HOWEVER, ON TOP OF WHAT IS AT PRESENT AVAILABLE AS SEED MONEY, FOR A HIGH-LEVEL ACADEMIC

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BRUSSELS FOR JAS

CONFERENCE FOR POLITICAL SCIENTISTS WHICH USIS/USNATO HOPES TO ORGANIZE. WE SEE THIS AS AN IMPORTANT NEW INITIATIVE WHICH COULD ADD GREATLY TO NATO'S PRESTIGE AND STANDING IN THE ACADEMIC WORLD. THE CONFERENCE WOULD BE CO-SPONSORED BY NATO WITH A RESPECTED ALLIANCE RELATED ORGANIZATION, E.G., THE NORTH ATLANTIC ASSEMBLY, ON AN ANNUAL BASIS. USIS/USNATO WILL BE ELABORATING ON CONFERENCE FORMAT, TOPICS, PARTICIPATION, TIMING AND PRECISE FUNDING IN A SEPARATE MESSAGE TO USIA IN THE NEAR FUTURE. IT IS PREPARED TO ASSIST IN PROVIDING THE SEED MONEY FOR THE INITIAL CONFERENCE ITSELF, AND WE ANTICIPATE THAT THE ANNUAL CONFERENCES WHICH MIGHT FOLLOW WOULD BE FUNDED BY DONATIONS FROM ALLIANCE COUNTRIES.

III. FEDERAL PREPAREDNESS AGENCY

11. ONE OFFICER (CURRENTLY A GS-15) AND SECRETARY (GS-7) ARE DETAILED TO THE MISSION BY FPA UNDER AN AGREEMENT WITH THE DEPARTMENT TO PROVIDE US REPRESENTATION ON THE SENIOR CIVIL EMERGENCY PLANNING COMMITTEE AND TO COORDINATE OUR PARTICIPATION ON THE SEVERAL PLANNING BOARDS AND COMMITTEES UNDER THAT AEGIS. SPECIALISTS FROM THE DEPARTMENTS OF AGRICULTURE, COMMERCE, INTERIOR, INTER ALIA; THE CIVIL DEFENSE AGENCY, AND THE MILITARY SERVICES ATTEND MEETINGS AS REQUIRED, BUT IT IS THE MISSION CEP OFFICER WHO PROVIDES CONTINUITY AND LIAISON WITH THE NATO CEP DIRECTORATE AND CEP OFFICERS OF OTHER DELEGATIONS. WHILE THE INSPECTORS RECOMMENDED IN 1976 THAT AN FSO BE ASSIGNED TO REPLACE THE INCUMBENT WHEN HE DEPARTS LATER THIS SUMMER, WE AGREE WITH EUR'S EARLIER DECISION TO CONTINUE THE PRESENT ARRANGEMENT IN VIEW OF THE SPECIALIZED BACKGROUND REQUIRED FOR EFFECTIVE PERFORMANCE IN THIS UNIQUE POSITION.

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SENTATION ON THE SENIOR CIVIL EMERGENCY PLANNING COMMITTEE AND TO COORDINATE OUR PARTICIPATION ON THE SEVERAL PLANNING BOARDS AND COMMITTEES UNDER THAT AEGIS. SPECIALISTS FROM THE DEPARTMENTS OF AGRICULTURE, COMMERCE, INTERIOR, INTER ALIA; THE CIVIL DEFENSE AGENCY, AND THE MILITARY SERVICES ATTEND MEETINGS AS REQUIRED, BUT IT IS THE MISSION CEP OFFICER WHO PROVIDES CONTINUITY AND LIAISON WITH THE NATO CEP DIRECTORATE AND CEP OFFICERS OF OTHER DELEGATIONS. WHILE THE INSPECTORS RECOMMENDED IN 1976 THAT AN FSO BE ASSIGNED TO REPLACE THE INCUMBENT WHEN HE DEPARTS LATER THIS SUMMER, WE AGREE WITH EUR'S EARLIER DECISION TO CONTINUE THE PRESENT ARRANGEMENT IN VIEW OF THE SPECIALIZED BACKGROUND REQUIRED FOR EFFECTIVE PERFORMANCE IN THIS UNIQUE POSITION.

PART III

STATE PERSONNEL RECOMMENDATIONS

A. REPROGRAMMING

12. WE REGULARLY REPROGRAM FUNCTIONAL AND AREA RESPONSIBILITIES AMONG OFFICERS TO ADJUST TO CHANGING SUBSTANTIVE PRESSURES AND TO MAKE BEST USE OF THE INTERESTS AND BACKGROUND OF MISSION STAFF. FOR EXAMPLE, THE CCMS OFFICER AND THE ECON/CCMS SECRETARY HAVE BOTH RECENTLY BEEN ASSIGNED SUBSTANTIVE RESPONSIBILITIES IN THE ECONOMIC FIELD; AND WE WILL REPROGRAM THE POLITICAL SECTION DURING THE TURNOVER PERIOD THIS SUMMER. NEVERTHELESS, OPPORTUNITIES FOR RADICALLY REFOCUSING RESOURCES ARE LIMITED WITHOUT EITHER AN ALTERATION OF THE ENTIRE NATO STRUCTURE OR A WILLINGNESS ON OUR PART TO PARTICIPATE ONLY marginally IN A NUMBER OF AREAS OF CONCERN TO THE ALLIES. AS DE FACTO LEADER IN THE ALLIANCE, THIS IS AN APPROACH THE US CANNOT AFFORD TO TAKE.

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B. INCREASES/DECREASES

13. THE MISSION URGENTLY NEEDS RESTORED THREE POSITIONS THAT HAVE BEEN REMOVED IN RECENT YEARS: ONE SECRETARIAL AND TWO COMMUNICATOR SLOTS. WE ALSO BELIEVE THAT WE

COULD USEFULLY BENEFIT FROM THE ASSIGNMENT TO THE MISSION OF A JUNIOR OFFICER ON A ROTATIONAL TRAINING PROGRAM.

-- THE ADDITIONAL SECRETARIAL REQUIREMENT:

14. ONE POLITICAL SECTION SECRETARIAL POSITION WAS REMOVED IN 1976. IN THE FALL OF 1976, THE FOREIGN SERVICE INSPECTORS RECOGNIZED THAT THE STATE DEPARTMENT'S SECRETARIAL RESOURCES WERE "SLIGHTLY BELOW THE OPTIMUM IN NUMBERS". WE BELIEVE THIS IS AN UNDERSTATEMENT. TO SOLVE THE MOST IMMEDIATE PROBLEM, THE INSPECTORS RECOMMENDED THAT THE EXECUTIVE OFFICER'S SECRETARY BE CALLED UPON TO HANDLE THE SURGE REQUIREMENTS IN THE POLITICAL SECTION. THIS WE HAVE DONE. HOWEVER, SURGE REQUIREMENTS OFTEN OCCUR SIMULTANEOUSLY IN BOTH THE EXECUTIVE OFFICE AND THE POLITICAL SECTION SINCE BOTH OFFICERS ARE INVOLVED IN PREPARING FOR THE WEEKLY MEETINGS AT WHICH THE MISSION IS REPRESENTED BY THE AMBASSADOR. THUS, THE OBVIOUS REMEDY HAS NOT BEEN A SATISFACTORY ONE.

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BRUSSELS FOR JAS

15. AT THE SAME TIME, THE SECRETARY TO THE ECONOMIC COUNSELOR IS UNFAIRLY OVERWORKED. SHE MUST PROVIDE FULL SECRETARIAL SUPPORT FOR BOTH THE ECONOMIC COUNSELOR AND THE CCMS OFFICER, AS WELL AS SOME SUBSTANTIVE SUPPORT. IN 1974, THE INSPECTORS REMOVED ONE OF THE TWO SECRETARIAL POSITIONS FROM THE ECONOMIC COUNSELOR'S OFFICE, RECOMMENDING THAT THE GENERAL SERVICES ADMINISTRATION SECRETARY, WHO SUPPORTS THE CIVIL EMERGENCY PLANNING (CEP) OFFICER (HIMSELF FROM GSA), ASSIST THE ECONOMIC COUNSELOR WHEN WORK IS HEAVY. THIS HAS NOT PROVEN POSSIBLE, HOWEVER, SINCE THE CEP SECRETARY'S WORKLOAD HAS BEEN

SUCH AS NORMALLY TO PREVENT HER FROM ACTIVELY FILLING-
IN ELSEWHERE. MEANWHILE THE MISSION'S ECONOMIC AND
CCMS ACTIVITY HAS INCREASED SUBSTANTIALLY.

16. THE 1976 DECISION TO REMOVE ONE OF THE FIVE POLI-
TICAL SECTION SECRETARIAL SLOTS WAS A MISTAKE. TO
RECTIFY IT, A SECOND SECRETARY SHOULD BE ASSIGNED TO
THE ECONOMIC SECTION WITH CLEARLY DEFINED RESPON-
SIBILITY TO WORK HALF-TIME WITH THE MISSION'S POLITICAL
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OFFICERS AS WELL. AT PRESENT, WHEN THE ECONOMIC SECRE-
TARY IS ABSENT, THE TWO OFFICERS SHE DIRECTLY SUPPORTS
MUST LOOK TO THE POLITICAL SECTION FOR MAJOR SECRETARIAL
ASSISTANCE. IF ONE POLITICAL SECTION SECRETARY IS
SICK OR ON LEAVE, ANOTHER MUST WORK LATE ON DUTY TWO
NIGHTS A WEEK FOLLOWING DAYS OF HEAVY PRESSURE IN WHAT
SECRETARIES GENERALLY CONSIDER TO BE A PARTICULARLY
DEMANDING ENVIRONMENT. THE PRESSURE WILL INCREASE
WHEN OPTICAL SCANNERS FOR TELEGRAPHIC TRANSMISSION ARE
INTRODUCED IN SEVERAL MONTHS AND OUR SECRETARIES MUST
RETYPE LENGTHY NATO DOCUMENTS ON THE NEW FORMS. AT
PRESENT, THESE DOCUMENTS ARE FORWARDED TO THE COMMUNI-
CATIONS UNIT FOLLOWING A STRAIGHTFORWARD PROCESS OF
PASTING THE PAGES OF THE DOCUMENTS ON TLEGRAM
FORMS PRIOR TO ENCRYPTING.

-- COMMUNICATIONS AND RECORDS PERSONNEL

17. THE MISSION'S COMMUNICATIONS AND RECORDS OFFICE IS
STAFFED BY 13 STAFF OFFICERS FROM THE STATE DEPARTMENT
AND 3 FROM THE UNIFORMED SERVICES. IT OPERATES
AROUND THE CLOCK, SEVEN DAYS A WEEK, FORCING ALL THOSE
ASSIGNED TO COMMUNICATIONS AND RECORDS TO WORK DEMANDING
AND IRREGULAR HOURS IN THREE SHIFTS. THE UNIT SERVES
NOT ONLY USNATO BUT THE US DELEGATION TO NATO'S MILI-
TARY COMMITTEE.

18. WE BELIEVE IT ESSENTIAL THAT THE MISSION'S COM-
MUNICATIONS UNIT REMAIN OPEN DAY AND NIGHT, AND THIS VIEW
HAS BEEN SUPPORTED BY ALMOST ALL WHO HAVE EXAMINED THE QUESTION
IN RECENT YEARS. NATO'S ACTIVITIES TOUCH ON A BROAD
SPECTRUM OF FUNDAMENTAL US CONCERNS, AND THE
COMMUNICATIONS FLOW BOTH INTO AND OUT OF THE MISSION IS
EXTREMELY HEAVY. IT IS ALSO FREQUENTLY OF AN URGENT
NATURE. THE FLOW SHOULD NOT BE INTERRUPTED, IF FOR NO
OTHER REASON THAN THE POTENTIAL NEED TO ALERT OUR
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ALLIES REGARDING ANY CHANGES IN THE US FORCE READINESS

POSTURE. IN A SENSE OUR COMMUNICATIONS UNIT IS A
POTENTIAL EUROPEAN OPERATIONS CENTER.

19. THE DEPARTMENT WITHDREW TWO C & R POSITIONS IN 1974.
A THIRD POSITION IS SCHEDULED TO BE REMOVED. THE
RESULTING BURDEN OF AROUND-THE-CLOCK OPERATIONS
ON THE RESULTING SMALLER STAFF OF COMMUNICATORS HAS HAD
A SERIOUSLY ADVERSE EFFECT ON THEIR MORALE. AT LEAST
TWO OF THE POSITIONS SHOULD BE RESTORED IMMEDIATELY.

20. THIS SPRING, THE MISSION IS SCHEDULED
TO RECEIVE THE TERMINAL EQUIPMENT REPLACEMENT
PROGRAM (TERP). IN THE LONG RUN, TERP MAY RELIEVE THE
COMMUNICATORS OF SOME OF THE TYPING PRESSURE THEY NOW
FACE (WHILE AT THE SAME TIME SIGNIFICANTLY INCREASING
THE PRESSURE ON THE MISSION'S SECRETARIAL STAFF).
UNTIL THE NEW SYSTEM HAS CLEARLY DEMONSTRATED A REDUCED
NEED FOR A FULL COMMUNICATIONS AND RECORDS COMPLEMENT,
HOWEVER, WE MUST HAVE A FULLY STAFFED UNIT. IT AT LEAST
TWO COMMUNICATOR POSITIONS ARE NOT RESTORED, THE MISSION
WILL HAVE NO ALTERNATIVE BUT TO RECOMMEND THAT THE DEFENSE
DEPARTMENT ESTABLISH ITS OWN COMMUNICATIONS FACILITY
TO SERVE THE US REPRESENTATIVE TO THE NATO MILITARY
COMMITTEE AROUND THE CLOCK, AND THAT THE MISSION COM-
MUNICATIONS CENTER BE CLOSED AT NIGHT AND ON WEEKENDS.
THIS APPROACH MAKES NO SENSE FOR THE US FROM A FISCAL
OR OPERATIONAL POINT OF VIEW, BUT IT HAS THE OVER-
RIDING ADVANTAGE OF TAKING INTO ACCOUNT THE HUMAN
RESOURCES THE DEPARTMENT IS PREPARED TO PLACE AT

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BRUSSELS FOR JAS

OUR DISPOSAL.

21. A RELATED PROBLEM IS THAT OF INADEQUATE CLASSIFIED

POUCH SERVICE. MUCH OF OUR DOCUMENT-RELATED TRAFFIC COULD BE HANDLED BY POUCH IF WE WERE TO HAVE A TWICE-WEEKLY DIRECT REPEAT DIRECT BRUSSELS/WASHINGTON COUIER POUCH. AT PRESENT, WE HAVE A "DAILY" POUCH SERVICE, BUT TYPICAL DESK-TO-DESK TRANSIT TIME RUNS WELL BEYOND A WEEK. (THE SINGLE WEEKLY COURIER POUCH GOES VIA THE FRANKFURT REGIONAL COURIER OFFICE, RESULTING IN A FIVE-DAY COMCENTER TO COMCENTER TRANSIT TIME, WHILE THE OTHER FOUR POUCHES GO VIA REGISTERED APO CHANNELS.) MANY NATO DOCUMENTS ARE SCHEDULED FOR DISCUSSION ONLY FOUR OR FIVE DAYS AFTER DCIRCULATION, THUS FORCING US TO RELY ON TELEGRAPHIC TRANSMISSION. WHEN DOCUMENTS ARE TOO BULKY TO CABLE, THE MISSION'S EFFECTIVENESS -- AND THAT OF THE WASHINGTON OFFICES RESPONSIBLE FOR GUIDANCE AND BACKSTOPPING -- IS UNDERCUT.

22. WE ALSO RECOMMEND VERY STRONGLY THAT THE DEPARTMENT
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PURSUE VIGOROUSLY ITS EFFORTS TO PROVIDE ELECTRIC MEMORY TYPEWRITER EQUIPMENT WHICH WILL MEET OVERSEAS SECURITY REQUIREMENTS. THIS, TOO, WOULD HELP ALLEVIATE SECRETARIAL AND COMMUNICATOR PROBLEMS.

--JUNIOR ROTATIONAL OFFICER

23. FINALLY, WE SUGGEST THAT A JUNIOR OFFICER ON HIS FIRST TOUR BE ASSIGNED TO USNATO FOR A ROTATIONAL TOUR. FOLLOWING INITIAL TRAINING, THAT OFFICER COULD BE MORE THAN FULLY ENGAGED IN THE POLITICAL, ECONOMIC AND PUBLIC AFFAIRS SECTIONS. WE HAVE HESITATED TO ASK FOR ANOTHER MID-LEVEL OFFICER FOR ANY OF THESE SECTIONS, BELIEVING THAT OUR CLEARCUT SECRETARIAL AND COMMUNICATOR NEEDS MUST COME FIRST. HOWEVER, THE POLITICAL, ECONOMIC, ADMINISTRATIVE AND PUBLIC AFFAIRS OFFICES ARE CHRONICALLY STRETCHED TAUT, AND OVERTIME IS COMMONLY REQUIRED. AS A CONSEQUENCE, WE ARE CONFIDENT WE CAN OFFER A JUNIOR ROTATIONAL OFFICER AN UNUSUALLY REWARDING FIRST TOUR WITH CONSIDERABLE SUBSTANTIVE RESPONSIBILITY. OUR OWN ABILITY TO PERFORM AT A HIGH LEVEL WOULD INCREASE AS WELL.

C. LOWER PRIORITY POSITIONS

24. WE BELIEVE, AND OUR VIEW IS SUPPORTED BY OUR TWO LAST INSPECTION REPORTS, THAT THERE SHOULD BE NO FURTHER CUTS IN THE USNATO STATE DEPARTMENT STAFF.

25. TO IDENTIFY "LOWER PRIORITY" POSITIONS:

(1) ONE OF THE FSO-4 POSITIONS IN THE POLITICAL SECTION. IF THIS POSITION WERE ELIMINATED, OPERATIONAL AND DRAFTING RESPONSIBILITIES WOULD HAVE TO BE TRANS-

FERRED FROM THE OFFICE OF THE POLITICAL ADVISOR TO THE
OFFICE OF THE DEFENSE ADVISOR. THIS CHANGE WOULD PRO-
BABLY REQUIRE ONE ADDITIONAL SPACE IN ODA. IN OUR VIEW,
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SUCH A CHANGE WOULD ALSO PREVENT THE POLITICAL SECTION FROM
UNDERTAKING ACTIVITIES AND TASKS WHICH, BY THEIR NATURE, ARE
CLEARLY STATE DEPARTMENT RESPONSIBILITIES.

(2) THE CCMS OFFICER, WHO WORKS UNDER THE
GUIDANCE OF THE ECONOMIC COUNSELOR. IF THIS PO-
SITION WERE ELIMINATED, IT WOULD BE ESSENTIAL TO ASSIGN
AN OFFICER FROM EPA TO CARRY FORWARD THE HEAVY SCHEDULE
OF CCMS WORK, WHICH COULD NOT BE CURTAILED WITHOUT A
MAJOR INTER-ALLIED DECISION TO ELIMINATE AN EXTREMELY
VALUABLE PROGRAM. SUCH A STEP WOULD ALSO RUN COUNTER
TO RECENT EFFORTS TO ENHANCE STATE LEADERSHIP AND POLICY
INFLUENCE IN INTERNATIONAL SCIENTIFIC AND TECHNOLOGICAL
AFFAIRS. THE CCMS OFFICER POSITION (O-4) PROVIDES UN-
USUALLY BROAD EXPOSURE TO ALLIED S&T CONSTITUENCIES AND
AS SUCH A TRAINING GROUND NOT TO BE CASE ASIDE. MOREOVER,
THE CCMS OFFICER SERVES AS A DEPUTY AND ALTERNATE TO THE
ECONOMIC COUNSELOR, THUS COVERING A POSITION THAT WAS
ELIMINATED THREE YEARS AGO.

(3) FINALLY, THE ELIMINATION OF A SECRETARIAL PO-
SITION WOULD BE EVEN MORE UNDESIRABLE THAN THE
ELIMINATION OF AN OFFICER POSITION. EVEN WITH OVERTIME

CONFIDENTIAL

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ACTION EUR-12

INFO OCT-01 ISO-00 SS-15 SP-02 PER-01 SIG-01 A-01
MMO-01 EB-08 SCA-01 IO-13 INR-07 PM-04 CU-02
/069 W

-----292146Z 034393 /41

R 291700Z MAR 77
FM USMISSION NATO
TO SECSTATE WASHDC 2512
INFO AMEMBASSY BRUSSELS

C O N F I D E N T I A L SECTION 6 OF 6 USNATO 1795

STADIS////////////////////////////////

BRUSSELS FOR JAS

THAT BORDERS ON THE EXCESSIVE, THE SECRETARIAL STAFF
IS BARELY ABLE TO KEEP UP WITH THE PRESSURES OF WORK DE-

MANDED BY THE RIGOROUS COMMITTEE SCHEDULED AT NATO.

MISSION STAFFING CHART

	CURRENT FY 77		
AGENCY/ FUNCTION	AMERICAN OFFICERS	AMERICAN STAFF	FSL, PROFESSIONAL AND STAFF - NONE

STATE			
EXECUTIVE	3	4	
POLITICAL	8	4	
(INCLUDING NAA#)			
ECON/COM'L	2	1	
ADMIN	3	6	
COMMUNICATIONS	(1)	(5)	
TOTAL STATE	16	15	
CONFIDENTIAL			

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OTHER AGENCIES

USIS	3	2	
DOD	26	24	
OTHER - GSA	1	1	
DEPT. ARMY	1		
PROJECTED FY 79			

STATE

EXECUTIVE	3	4	
POLITICAL(PLUS NAA)	8	4	
ECON/COM'L	2	2##	
ADMIN	2	1	
JUNIOR OFFICER ROT.	1		
COMMUNICATIONS	1	7	
TOTAL STATE	17	18	

#NAA:NORTH ATLANTIC ASSEMBLY STAFF MEMBER WHO DOES NOT
WORK AT USNATO. HE IS SECONDED TO NAA.

##1 ECON/COM'L SECRETARY WOULD WORK HALF-TIME IN THE
POLITICAL SECTION.STRAUSZ-HUPE

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<< END OF DOCUMENT >>

Message Attributes

Automatic Decaptioning: X
Capture Date: 30-Aug-1999 12:00:00 am
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Sent Date: 29-Mar-1977 12:00:00 am
Decaption Date: 01-Jan-1960 12:00:00 am
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 22 May 2009
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1977NATO001795
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Expiration:
Film Number: n/a
Format: TEL
From: NATO
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1977/newtext/t197703110/baaabcpt.tel
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Litigation History:
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Office: ACTION EUR
Original Classification: CONFIDENTIAL
Original Handling Restrictions: n/a
Original Previous Classification: n/a
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Previous Handling Restrictions: n/a
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Review Action: RELEASED, APPROVED
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